

Navy Declassification/Release  
Instructions on File

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CLASSIFIED

*Speech  
File*

ANSWER THE UNASKABLE?

WHAT GOES ON IN WAR COLLEGE AND WHY ~~TEACH WAR?~~

*TEACH WAR?*  
ALL HIGHLY CLASSIFIED?

MY JOB -- PRESIDENT

450 STUDENTS -- OFFICERS, CIVILIAN  
HANDPICKED

NEWTONIAN BACKGROUND

EXPERIENCE

TRAINING

EDUCATION

} RIGHT / WRONG

} CORRECT / NOT CORRECT

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OBJECTIVE      NWC

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CONCEPT OF THINKING ABOUT S.M.&T.

STRATEGY = US  $\Delta$  FROM BIPOLAR      '50-'60's  
TO MULTIPOLAR      '70-'80's

MGMT = WHAT TO BUY, CVAN OR 2-3 DDG'S

TACTICS = TACTICAL DECISION MAKING  $\Delta$ ING TECHNOLOGY --

LONG-TERM, CASUALTY SITUATION -- SHORT-TERM

COMMON PROBLEM SHARED BY ALL OF ABOVE --

LACK OF CLEAR OBJECTIVES AND MOE'S.

DOD = 80B \$ COPP  
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CAN'T ESTABLISH PRECISE BASIC OBJECTIVES  
NATURE OF BUSINESS  
WHY A MILITARY?  
NATIONAL GOALS —————→ MILITARY MISSIONS  
STATE DEPT ~ DOD  
? EMPLOY FORCES

COMPARE INDUSTRY OBJECTIVE - PRODUCT OR SERVICE TO SATISFY CONSUMER'S  
NEED

DOD CRITERIA - (MOE & DECISION RULE)  
HOW WELL DID ARMY DO LAST YEAR  
HOW WELL DID NAVY SATISFY CUSTOMERS - PUBLIC

COMPARE INDUSTRY CRITERIA --- SALES  
PROFIT @ % OF SALES  
TURNOVER ( $= \frac{\text{SALES}}{\text{ASSETS}}$ )  
RETURN ON ASSETS  
RETURN ON STOCKHOLDER INVESTMENT

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THEREFORE NEED MEN TO ADDRESS THESE ISSUES IN DEPTH

S. M. ~~E~~. T. IN WORLD CONTEXT

WE IN UNIFORM CAN NOT

SHOULD NOT DETERMINE POTENTIAL NEEDS

PUBLIC ATTITUDE MUST -- THROUGH POLITICAL PROCESS

MILITARY SERVANTS OF PUBLIC

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OUR ROLE -- FOLLOW NATION'S COURSE WITH PURPOSE, DEDICATION AND  
PROFICIENCY

ADVISE DEGREE FORCES CAN FULFILL NATIONAL OBJECTIVES

PURPOSE OF WC . . . PREPARE MILITARY LEADERS --

UNDERSTAND SOCIETY

CAPABILITIES AND LIMITATION OF MIL FORCE

HOW TO DEAL INTELLIGENTLY WITH

IMPRECISE/UNCERTAIN/SUBJECTIVE

CHARACTER OF NATIONAL WILL